

**BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION**

NO.: BHE 22-03

BOARD DATE: September 22, 2021

ESTABLISHMENT OF BOARD OF HIGHER EDUCATION ADVISORY COUNCILS

MOVED: The Board of Higher Education hereby approves the establishment of the following four Advisory Councils, in accordance with the charges and membership set forth in **Attachment A**:

- Finance and Administrative Policy (FAAP)
- Academic Affairs and Student Success (AA&SS)
- Strategic Planning
- Evidence Based Policy Making (EBPM)

Provided further that the Board may add additional members to the Advisory Councils at an appropriate pace, and as needed from time-to-time, subject to a nomination process consistent with the guiding principles set forth herein.

VOTED:

Authority: Massachusetts General Laws Chapter 15A, Section 4; BHE By-Laws Article I, Section 3 and Article III, Section 2 (as amended, June 22, 2021).

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Background

The Board of Higher Education (BHE) By-Laws establish the BHE's governance and procedural structure and form the foundation of how the BHE functions, to the extent that such matters are not otherwise addressed in the Massachusetts General Laws. During its June 22, 2021 meeting, the BHE amended its By-Laws to, among other things, eliminate standing committees and authorize the Chair of the BHE to establish advisory councils, subject to BHE approval of the charges and membership of any proposed advisory councils.

Specifically, the amended BHE By-Laws provide that "the Chairperson, with the approval of the Board, may appoint advisory councils "as may be deemed necessary to help advise the Board and the Department" on matters pertinent to Board. *BHE By-Laws, Article III, Section 2(a)*. The BHE By-Laws further provide as follows:

- the "mission and purpose of each advisory council shall support the goals and priorities of the Board and the Department and will inform the current work of the Board and the Department;"
- the "membership, charge and duration of the advisory councils shall be recommended by the Chair, in consultation with the Commissioner, and subject to Board approval;"
- the BHE "Chair will appoint a Board member to chair or co-chair each advisory council and may also appoint a co-chair who may be a non-Board member;" and
- advisory council membership will be reviewed and renewed annually by the Board.

BHE By-Laws, Article III, Section 2(b), (c) and (d).

During its August 23, 2021 Special Meeting, the BHE took a preliminary step in establishing advisory councils by approving Chair Gabrieli's recommendations for BHE-member chairs and, if applicable, BHE non-member chairs, for fiscal, academic affairs and strategic planning advisory councils. Such approvals were recommended and made to help advance the establishment of the advisory councils, with the understanding that Chair Gabrieli would consult further with the Commissioner and the appointed chairs of the anticipated councils on the proposed charges and membership of the councils, and would bring final recommendations to the BHE for approval during the BHE's September 22, 2021 Retreat, which is also serving as the BHE's Annual Meeting.

Proposal

BHE Motion 22-01 seeks to establish the following four advisory councils:

- Finance and Administrative Policy (FAAP);
- Academic Affairs and Student Success (AA&SS);
- Strategic Planning; and
- Evidence Based Policy Making (EBPM).

The charges of the proposed advisory councils, along with BHE membership and initial Non-BHE membership, are specified in **Attachment A**.

The Board may add additional¹ non-BHE members to the advisory councils, as needed over the next several months, and in accordance with a nomination process outlined during the Board's September 22, 2021 Retreat, and memorialized in the minutes.

At a minimum, the nomination process for the appointment of non-BHE advisory council members shall include the following guiding principles:

- The process shall be open and transparent.
 - All nominations shall be accompanied by the nominee's CV and either the nominee's statement of interest or a letter of support from the person nominating.
 - There shall be a formal nomination solicitation process for BHE members.
 - The Commissioner will establish a means to receive stakeholder nominations.
- The BHE will strive for diversity and geographic balance. *BHE By-Laws, Article III, Section 2(c)*.
- BHE will seek to establish a reasonable balance of members representing stakeholder interests, content experience, and expertise. *BHE By-Laws, Article III, Section 2(c)*.

¹ As provided in the BHE By-Laws, in the event of a vacancy or if a member is unable to serve, successor and substitute members and chairpersons shall be appointed by the Chairperson of the BHE. BHE By-Laws, Article I, Section 3(e) and (f). The BHE will annually review and renew membership of the councils, as well as any committees. BHE By-Laws, Article III, Section 1(a) and Section 2(c).

- The Executive Committee, in furtherance of its organizational and governance role, will help the Chair and the Commissioner screen applicants/ nominees and formulate recommendations for appointment. *BHE By-Laws, Article III, Section 1(a)(i).*

The Board of Higher Education hereby establishes four Advisory Councils, in accordance with the following charges, as well as membership and meeting structures:

1. Finance and Administrative Policy (FAAP) Advisory Council.

- Charge: To consider, report and make recommendations to the Board of Higher Education on policy and strategic matters regarding fiscal, operational, administrative matters, including:
 - Related to public higher education institutions, and the public higher education system: strategic review of public higher education finance; performance funding formulas; capital planning and financing; retirement plans and benefits; information technology; the advancement of racial equity in alignment with the Equity Agenda; and student financial aid, access, and affordability.
 - Related to independent institutions of higher education: policies and strategic approaches related to the Board's authority to monitor the financial health of independent institutions of higher education.
- BHE Membership: Veronica Conforme (co-chair); Paul Mattera; Paul Toner; Mike O'Brien; Bill Walczak; Secretary Peyser or his designee; and Commissioner Carlos Santiago, PhD.
- Non-BHE Membership: JD LaRock (co-chair)
- DHE staff support: Deputy Commissioner for Administration and Finance Tom Simard.
- Meeting structure: The Advisory Council will meet regularly two weeks before each regularly scheduled BHE meeting, and on an *ad hoc* basis as needed.

2. Academic Affairs and Student Success Advisory Council.

- Charge: To consider, report and make recommendations to the Board of Higher Education on policy and strategic matters regarding academic affairs and student success, including:
 - Related to public higher education institutions and the public higher education system: measuring system performance and quality improvement; the advancement of racial equity in alignment

with the Equity Agenda; assessment of student learning; program review and approval process; admissions standards; articulation and transfer; programmatic and policy issues related to student enrollment, retention, graduation and transition to career/workforce; multi-campus cooperation; and segmental mission definitions and distinctions.

- Related to independent institutions of higher education: policies and strategic approaches to institutional and program approvals and authorizations, and revocations of degree-granting authority.
- BHE Membership: Patty Eppinger (co-chair); Sheila Harrity (co-chair); Judy Pagliuca; Paul Toner; the BHE Student Member; Secretary Peyser or his designee; and Commissioner Carlos Santiago.
- Non-BHE Membership: None, at this time.
- DHE staff support: Deputy Commissioner for Academic Affairs and Student Success Pat Marshall
- Meeting structure: The Advisory Council will meet regularly two weeks before each regularly scheduled BHE meeting, and on an *ad hoc* basis as needed.

3. Strategic Planning Advisory Council.

- Charge: A fundamental responsibility of the Board of Higher Education is to provide overall direction to the state's system of public higher education. The Board enacts this responsibility by establishing statewide goals and regularly measuring and reporting progress toward these goals; developing a 5-year master plan for the system of public higher education (M.G.L. c. 15A, §9(f)); and developing segmental and system mission statements (M.G.L. c. 15A, §7). Review and approval of campus strategic plans required under M.G.L. c. 15A, §22(l), as well as review and approval of mission statements for institutions and special mission proposals pursuant to M.G.L. c. 15A, §7, is an important way for the Board to engage in this role and support individual campuses in working as a unified system of public higher education by: providing guidance toward alignment between segments; identifying, utilizing and building upon the successes

of existing initiatives; and back-mapping campus planning with PK-12 districts and campus stakeholder communities. The Board also seeks to use its review of campus strategic plans to inform its own system-wide work and to support campuses as they engage in the important work of setting their own strategic directions. The Board's Strategic Planning Advisory Council shall advise and make recommendations to the Board, guide the Board in this work.

For AY21-22, the Strategic Planning Advisory Council's primary charge will be to review the Board's current Guidelines for the review of campus strategic plans and make recommendations to the Board on ways to enhance the process.

- BHE Membership: Bill Walczak (co-chair); *[Additional BHE Membership TBD and discussed during BHE Annual Meeting]*; Secretary Peyser or his designee; and Commissioner Carlos Santiago.
- Non-BHE Membership: Francesca Purcell (co-chair)
- DHE staff support: Senior Associate Commissioner for Strategic Planning and Public Program Approval Winifred M. Hagan.
- Meeting structure: The Advisory Council will meet regularly two weeks before each regularly scheduled BHE meeting, and on an *ad hoc* basis as needed.

4. Evidence Based Policy Making (EBPM) Advisory Council.

- Charge: In support of the BHE's adopted commitment to pursuing evidence-based policy making and strategic data use, the role of this EBPM Advisory Council shall be to advise and make recommendations to the BHE on actionable items, and within that context to:
 - review and make recommendations, as appropriate, on the current processes and content of the DHE's collection and analysis of data and evidence in support of policy making;
 - coordinate with Elementary and Secondary Education, the Executive Office of Education, Early Education and Care, and other relevant agencies, as well as outside partners, to ensure a sustained and excellent statewide, longitudinal data system of use to benefit long-term learning and policy making for residents of the Commonwealth; and

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- review and communicate new evidence from both within the state and across the nation that may bear on policy making in higher education in the Commonwealth.

- BHE Membership: Chris Gabrieli (Chair), Ann Christensen, Alex Cortez, and Commissioner Carlos Santiago.
- Non-BHE Membership: None at this time.
- DHE staff support: Associate Commissioner for Research, Planning and Information Mario Delci.
- Meeting structure: The EBPM Advisory Council will meet regularly on a quarterly basis, and on an *ad hoc* basis as needed.